

21 NOV 1968

**MEMORANDUM FOR:** Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Chief, Support Services Staff

**SUBJECT :** Critical Review of Office Operations

1. In light of personnel ceiling and budgetary restrictions which exist at the present time and will most likely continue well into the future, I have been concerned whether the DD/S Offices have been reviewing their component activities in a critical sense as to their functional necessity, whether they can be functionally combined with other on-going activities, and whether they can be accomplished more efficiently in some other manner. Through several means each Office Head does direct and monitor his component functions which in turn serve as a general review of the component functions and activities. I do not believe, however, that the ingredients of a critical review are conducted on a systematic and organized basis. In certain instances I have seen the results of a critical job-by-job functional review of a component and have been impressed with the time and manpower savings that have resulted. Equally important, there was developed a much clearer definition of that component's responsibilities. The result was a much cleaner operation and a definite improvement in employee efficiency and morale as conflicting responsibilities were eliminated.

2. I request that each Office conduct a critical review of its component divisions and branches considering the following:

a. Functional responsibilities--are they clearly defined, are there conflicts with other components, are the employees fully aware of their responsibilities, and should these be reallocated or consolidated within the component or with another component?

b. Are the procedures, practices, records, and forms utilized necessary and responsive to the functional requirements? Is there unnecessary duplication or unnecessary recording of existent information? Are the reporting requirements justified on a present-day basis or are they a carry-over from the traditional past?

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c. The suggestions and opinions of the employees of the component should be solicited as to better and more efficient ways of doing the job.

3. I expect that each Office will have a somewhat different form of conducting this critical review of its operations. I would like to discuss this in executive session at the 26 November 1968 DD/S Staff Meeting and have each Office Head report his reaction to this proposal. I am quite aware that this will involve a manpower requirement which must necessarily be adjusted to meet the on-going programs.

*for*  
R. L. Bannerman  
Deputy Director  
for Support

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

## Critical Review of Office Operations

FROM:

EXTENSION

NO.

Director of Training

DATE

3 December 1968

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. C/Operations School  
620 1000 Glebe

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Per Staff Meeting of 2 Dec, attached is a DDS memo directing each office to review all of its components for functional necessity, for possible merging of activities and for overall efficiency. Rather than a narrative response, it is requested that you list all types of critical reviews performed specifically in your component over approximately the last year or any efficiency-changes you have invoked in that time span. Submit these to C/P&M by 20 December for inclusion in a summary report to the DD/S.

John Richardson